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ADDENDUM II

Analysis of Written Comments  
Agency Employee Survey  
DD/S&T Respondents

1. (A/IUO) The employee survey of 1976 produced written responses from 183 employees of the Directorate of Science and Technology. This represents 37% of the employees who completed and returned a questionnaire. This analysis focuses on the written responses provided at the option of the participant relating to items on the questionnaire or to suggestions and remarks on any topics of interest pertaining to the Agency.

2. (A/IUO) The respondents represent personnel from all levels of the DD/S&T Career Service. They direct their comments to approximately 16 items of which nine appear to be of major concern. They are listed in this order based upon the quantity and substance of replies.

- a) Career Development
- b) Equal Employment Opportunity
- c) Training
- d) Grade Structure and Promotions
- e) Fitness Reports
- f) Hiring of "outsiders" and retired Military Personnel
- g) Vacancy Notices
- h) Letters of Instruction
- i) Quality-Step Increases

3. (C) Although the majority of written comments were in the negative vein, some offer constructive criticism or statements of general observations. Many of the comments reveal ignorance on the part of the respondent about basic personnel programs. Specifically, these employees appear to lack knowledge of: a) the availability and enrollment procedures for training courses; 2) the use of the vacancy notice systems; c) the existence of Agency counseling services, especially career counseling; and d) the EEO grievance procedure. Other areas of special concern highlighted by DD/S&T personnel are the one-grade promotion system and the hiring of outsiders and retired military officers to fill higher graded positions within the Directorate. A brief analysis and commentary on the topic areas follow:

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a. Career Development

Respondent comments concerning career development and/or career management deal with the lack of planning for non-technical personnel, problems in understanding position requirements, and concern for older, productive employees who are leaving the organization.

"I have recently transferred from one DD/S&T component to another. Although my present office is much more personnel conscious and career planning oriented, the DD/S&T as a Directorate does little or nothing for personnel in the non-technical fields".

"More efforts should be made for rotational assignments and career development of clerical individuals in the S&T Career Service. I refer here to those who have the desire and the qualifications".

"At a certain point people without degrees are told they cannot go beyond a certain grade or job level. A person should be able to advance on his ability and job performance - not whether or not he has a degree".

"It is hard to understand why a person who has been in grade (GS-09) for 7 1/2 years, with all excellent fitness reports, cannot get a promotion".

"For older employees nearing retirement age, better jobs and promotions are a thing of the past".

"The younger officers (under 40) are given all the considerations for promotions, training, and other "goodies" forcing the experienced, older employees to leave the organization".

"Career Development is working for me only because I'm taking action on my own to direct it".

"If someone wishes guidance, or information, or training, or anything else relating to Career development, the means are available and help is easily obtained. If someone is not interested, it isn't forced upon him".

"As far as a Career is concerned I cannot find any correlation between career planning, career training and individual careers. It appears that each service goes its own merry way".

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"The selection process for managers is extremely poor. Too often they are selected based on expertise in a functional area, rather than on potential for handling and solving resource allocation problems".

b) Equal Employment Opportunity

The EEO program is both sensitive and difficult to administer as reflected in employee comments. Perceptions between the sexes in this area differ considerably. The male at the GS 9-13 level seems to feel threatened by what he believes are unfair advantages the system offers minority group members. Typical comments are:

"EEO is not being given to all. Minorities, blacks in particular, are given preference because they are black. This is racism. Competence is the only true criterion for job competition. Let's cut the crap and simply hire the best person for the job".

"I don't believe the Agency is making progress in EEO because the standards have been lowered to achieve racial/sexual balance. I believe the Agency can achieve this balance (if a numbers game must be played) by working harder in recruiting qualified people".

"EEO means hiring people who in the long run will have a negative effect upon Agency standards".

"The pendulum has swung to the other extreme rather than to the middle. Equality should mean equality - not quota!!

Female employees express dissatisfaction with the lack of progress in the EEO area. Examples of their feelings are:

"Clearly, women are badly used by the Agency and thoroughly discriminated against in terms of promotions and assignments to managerial positions".

"Women in my component are not promoted as rapidly as the men - doing the same job and receiving the same or better fitness reports".

"I think people should be made aware of what they have to do or where they go if they have a complaint about the EEO program or about the Career Service".

"I am afraid to inquire about channels to follow to complain about an EEO situation in my office".

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"From my standpoint, NPIC appears to be "taking up the slack" as far as minority employment in the DD/S&T is concerned. Surely our Directorate can do better if this program is as important as it appears".

c) Training

Some employees express frustration because of their inability to obtain training:

"In my component, training is non-existent due to the requirement to be on the job".

"Very few people in the lower grades are given training opportunities. Supervisors purposely avoid circulating notices about training programs".

Others expressed doubt concerning the selection of personnel for training and the benefits derived from courses:

"Too much emphasis on management training! The quality of management has not changed by sending employees to these courses".

"Many go to extended training programs (3 mos. - 1 yr.) and no job exists when they return".

Apparently unaware that Career Service Development Profiles contain training information an employee at the GS 5-7 level suggests a way to meet employee training needs:

"I think it would be a good idea to supply each employee with a list of training that is expected to be accomplished in order to progress. Also, the OTR Catalog of courses should be made available to all employees".

d) Grade Structure and Promotions

Except for the one-grade promotion policy, the promotion system within the DD/S&T receives relatively little criticism.

"Promotions from GS-07 to GS-11 should be two grades at a time, rather than one".

"I work with counterparts from DIA. We do the same jobs. However, we are promoted 7-8-9-10-11 whereas they are promoted 7-9-11. They become managers and supervisors before we do. Why not more equity"?

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"Both DIA and CIA personnel are assigned to my component. At lower grade levels, DIA employees of my component progress rapidly from GS-07 to GS-09 to GS-11, while CIA personnel must move slowly through GS-07, 08, 09, 10, 11. No effort is made to equalize this treatment and it causes morale problems. "Equal pay for equal work" it is not".

"There is one area concerning my job which I have found particularly disappointing - promotional scheme for GS levels from 7 to 11. It is Agency policy that personnel are promoted without any grade skipping, i.e., sequencing 7-8-9-10-11. The point of irritation is that I am an engineer by training. In every government agency that I have knowledge about, they promote engineers as 7-9-11 with about the same time between promotions as in Agency promotions. The result is that in other government agencies an engineer will rise from 7 to 11 in half the time that it takes in our Agency.

The only argument given to me in support of this particular Agency promotion policy is that "you can go higher in CIA than other agencies". While this may be true, what happens (and I have personally witnessed this in several instances), is that engineers will "beat the system" by starting in some other Agency and rising quickly through the lower levels and then switching over to CIA as a GS-11 or 12 to continue. The effect is to give those of us who began at CIA a late start and a disadvantage in arriving at the higher grade levels because they may be filled by peers in our age group who got a head start elsewhere".

e) Fitness Reports

Three employees observe that they have not had a fitness report written about them for over 18-24 months; they have the feeling "I think I'm lost in the shuffle". Others express doubt about the validity of fitness reports:

"The non-uniformity of personnel practices within offices of the DD/S&T is atrocious. Fitness reports have become useless because the people preparing them and the people receiving them don't know what to expect".

"I think that too many supervisors don't actually know what their employees are doing in their jobs. Also, I think they hold back from writing what they really feel so as not to hurt someone's feelings or the relationship between them".

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"I think the average fitness report is a farce, because of the "halo" effect, which in turn stems from a lack of confidentiality. The decisions for or against promotion or job assignment are generally based on other evaluation...which may (and usually are) superficial.

Quite often, reviewing officials are incapable of making valid remarks about an individual being rated, but they hardly ever admit it. As a result, they make a few comments, which often have no basis of personal knowledge...but are intended to make them appear "on top of" their component's personnel situation, but which sometimes adversely reflect on the individual's career".

"Most people are afraid to comment on their fitness report when they feel unfair things are written about them. Supervisors intimidate them".

f) Hiring of Outsiders and Retired Military Officers

Some respondents express concern about the hiring of "outsiders" for key positions within the Directorate. The following three comments are typical of the responses on this subject:

"Why is it necessary to continually hire retired military officers for senior-level management positions? Is the talent within the Agency at such a low level that the positions cannot be filled internally? I hope not".

"I would like to see hiring-in at the GS-15 level stopped completely. It's hurting the careers of very capable young men at the GS 13-14 level".

"In my opinion inadequate attention is given to filling vacancies from within. This is especially true for senior vacancies. Hiring of military retirees and people from industry (usually for only a few years) is often not warranted. Greater emphasis should be placed on career employees being used to fill vacancies, even if some training is necessary. In the long run this will benefit the Agency as well as individuals".

g) Vacancy Notices

The Vacancy notice system draws much criticism. Many respondents express the opinion that the vacancy notice system borders on being a "hoax", because advertised vacancies are often filled before notices are even distributed. Sample responses are as follows:

"Don't know what a vacancy notice is".

"Vacancy notices are either out-of-date by the time we see them, or are seen only occasionally".

"Job Vacancy notices are not promptly circulated within our Directorate".

"Positions are usually filled even though notices are circulated. It's just for show".

"My section sees only a few vacancy notices. We cannot apply for GS 12-16 positions".

"Vacancy notices create dissapointment and bitterness because someone has always been selected before the notice is published. Let's be truthful regarding vacancy notices".

h) Letters of Instruction

Respondent comments reveal that the LOI's are either not being utilized or that their primary purpose has been misunderstood. There appears to be little attempt on the part of some employees and supervisors to use the LOI, although some comments clearly support its potential value as a management tool.

Typical comments on Letters of Instruction are:

"Feel the LOI is a paper exercise - of little utility".

"Have never seen an LOI".

"Have been in my present position for 2 years and have not received an LOI".

"LOI's have had no effect on anyone. Just one more paper work project".

"I have not been shown an LOI for my present job".

"The LOI - it was merely an exercise in late 1973 and early 1974 - it has not been used - a waste of time. In theory it is great (and in practice too where it is used). Indeed a boom to management practices - it's too bad it is not practiced here in \_\_\_\_\_".



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"Unfortunately, the requirement for LOI's is not enforced and is openly derided by some middle and upper level managers. They don't like LOI's because it forces them to sort out their tasks and delegate clearly and positively. The enforcement of this one requirement would have a most beneficial effect on the total management picture".

i) Quality-Step Increases

Many of the DD/S&T respondents believe the QSI to be an excellent method of rewarding employees, but, believe it is not always granted in accordance with its intended purpose.

"QSI's are too often used to pacify employees who are not promotable. This practice should be stopped".

"While management utilizes QSI's, it appears to do so reluctantly. Program could be better utilized".

"I look at QSI's as a management balm, and even though I received one within the past year, I disagree with using them as an instrument within the system".

"QSI's are used as an incentive to people who can't be promoted or as another fringe benefit for Branch and Division Chiefs. They are not used in the way they were designed".

4. (A/IUO) Several comments and observations of DD/S&T employees are favorable with respect to Directorate policies and practices. Many employees express appreciation, not only for being included in the survey, but for management's concern and efforts to continually look into organization problems.

5. (C) In conclusion it is somewhat disappointing to learn that a number of employees lack knowledge and understanding regarding many of Agency and Career Service personnel programs. The fault may be in tending to assume that, since policies and practices are articulated by management and distributed in the form of notices, etc., they are read and comprehended by all employees. If this is true, follow-up action is needed to ascertain that the execution of management policies and practices is accomplished with employee understanding and support. Although some employees may continue to exercise selectivity in their reading and understanding, close follow-up and program evaluation should be continued.

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